

TRANSCRIPT OF
CIA CAREER SERVICE BOARD MEETING

26 AUGUST 1952, 4:00 P.M.

PRESENT:

Mr. Walter Reid Wolf, Chairman

Mr. Loftus E. Becker

Mr. Frank G. Wisner

Lt. Gen. W. H. H. Morris, Jr.

Colonel Matthew Baird

Mr. James M. Andrews

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Mr. Richard Helms

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REPORTER:

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MR. BECKER: I had a talk early today with Mr. [] and got some different ideas about some of this stuff that I gathered up to now. That is one of the things that was troubling me very much on seeing the various papers go through -- the real extent of the rotatability of a lot of the people we have, and also the question of wish or want in its effect on rotation and what our attitude was going to be towards people who say from the intelligence side just didn't want to rotate into operations.

MR. WOLF: I think there are two or three factors in this overall plan. One, I think you realize that the plan, or whatever we want to call it, which has been approved up to date and signed by the Director is highly flexible. It is made highly flexible because we knew enough to know in our various meetings that no one of us in those meetings could categorically state that there would be A, B, and C in the way of rotation. Also I think I am correct -- Dick, you and Matt would know better than I -- remember better than I -- I believe that each Deputy -- I won't say has factual veto power, but each Deputy has the power to hold in abeyance a rotation of any member of the organization that he is concerned with and state his case clearly before the Board makes any recommendation to the Director. Is that a fair statement?

MR. HELMS: I think so.

MR. WOLF: I don't think that is the way it is expressed, but I think that is the purport of it, isn't it? I think as we gain experience in this field we are going to know how to do many things that I frankly don't know how to do now. In my recent trip individuals talking to me about the program clearly indicated that in the past in order to get promotion and in order to get into the so-called super-grade level, it seemed absolutely essential

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to take a fellow out of his professional career and make him an executive, and it seemed to them, and it certainly seems to me, that it isn't necessary in this business to make a fellow an executive in order to bring him along -- that the long-term training and development of a highly skillful professional in this field of endeavor, whether he be overt or covert, or whether he be domestic or foreign, or whether he be black or white, is immaterial. I think we need top professionals just as much as we need fellows who can run the show. Now that may not be the opinion of everyone else, but there are a lot of boys in the field who don't want to be executives but they want to have an opportunity to develop themselves so that they can consider themselves the best damn professionals this business has ever seen, and I said that is why we had hoped to make this overall plan so flexible, so as we gained experience we as a Board could develop, and we are not inclined to go off the deep end hastily and make decisions over the top of our heads. I don't know whether that answers I won't say question, but it is in part a response to your comment, but that is my own feeling as I have been thinking about it, and, Dick, what is your point on that?

MR. HELMS: That is certainly the feeling we had in the Committee. There is no question about that.

MR. WOLF: You see I came in this Committee rather late. I succeeded when he left and didn't have the privilege of spending the hundreds and 25X1A9A hundreds of man hours that Matt and others spent, but I tried to catch up with it a little bit, and Dick, and Kingman Douglass, and Matt, we had some pretty

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long sessions, and I think in general as we went over everything that had been done, we adjusted our thinking.

(At this point Mr. Wisner and Mr. entered the room.)

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MR. WOLF: The first item presented on the agenda is called "Discussion of and adoption of Board procedure," and if you will bear with me for a very few minutes, I would like to make a few comments that bear on this subject of Board procedure, but before getting into that, I would like to state that I think the work that has been done by the Board that preceded this Board and the subsidiary Board over a period of some 10-1/2 months by the ablest group of men that we had in the Agency has been one of the finest jobs I have ever seen, and as you all know it was signed by the Director. I don't think you all know that he took it and would not sign it simply because he was asked to sign it or because there was a very well written cover sheet telling him the high points, but he took it and read it and stated to me that he had read it at least twice word for word in intimate detail and discussed it thoroughly, and he was willing to sign it with one very minor change that I can't even remember it -- which he himself said was totally unimportant.

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MR. Honor Awards.

MR. WOLF: I feel very strongly, and I think I am right, this is one of the things that is as close to his heart as anything that has been brought to his attention or he has been involved in since he has been the Director. I am convinced that he is 100% behind this Board and is looking to this Board to carry forward something which can be for the long-term future of this Agency -- one of the most important things that can be done. What I am simply

saying is that I take the business of this Board very seriously myself. I will repeat what I have said to Frank, and to Dick Helms, and to others, partly due to my recent travels, I think the only real asset that this Agency has got is people. I think that there is no Agency that I know of in Government, and I know of no private enterprise that has the quality, and the character, and the innate ability, and the magnificent drive of youth that the majority of the people that we have in this Agency have. I fully recognize that in certain phases of our work there is relatively a lack of maturity. I believe that if some disaster occurred and we did not have the people that we have now got, and if we had to go out and get people to do this business, it would be absolutely impossible to duplicate what we now have. I, therefore, think that the most important job in this business today is the proper personnel handling and development of people. I would like to point out just one statement in the opening paragraph of this thing which the Director signed, and I really feel that this is definitely a two-way street, where it says under the word "PROBLEM. To devise a Career Service Program that identifies, develops, effectively uses and rewards individuals who have the skills required by CIA; motivates them towards rendering maximum service to the Agency; and eliminates from the service, in an equitable manner, those who in spite of the Program fail to perform as effective members of the organization." I hope that we will always remember that we have got to not only build what we have got but we have got to find ways and means to eliminate those for whatever reason or not are not effective for the long pull in this business. (1) I think it would be disastrous for the business. (2) I think we would be doing the individuals concerned a great disservice if we fail to recognize at the proper time that they were not the people to stay in this business and let them stay and then wreck them when they got to an older age.

So much for my philosophies. As to the procedure of this Board, I hope that a suggestion that I am going to make might be considered reasonable. I hope during these three months of which I am going to act as Chairman to have a preliminary meeting with General Morris and Colonel Baird and with any member of this Board or any individual whom he may select to meet with me a week before the Board meeting so that I may with that group thoroughly and carefully screen the agenda, discuss it, and bring to this Board a refined agenda for the sole purpose of attempting to waste as little time of the members of this Board as is humanly possible. I hope that this Board will have an opportunity not only to read that which is sent to them but possibly each member talk with his associate if he prefers to have an associate come to the preliminary meeting and that we can present to this Board in clear-cut form matters of policy to be decided and not involve ourselves necessarily in hours and hours of discussion at a Board meeting. I would hope that we could do that without wasting the time of the Deputies and Assistant Directors who serve. If any member of the Board would like to discuss that, or would like to make any recommendation as to how he thinks we can conduct these on a businesslike basis without waste of time, I would most certainly like to have his thoughts. Frank, would you -- ?

MR. WISNER: Well, as regards my position and my own views, I would like to associate myself with absolutely every single sentence and word of what Mr. Wolf said in his expression of his philosophy concerning the importance and vital necessity of a system of this kind which will have the effect of protecting those assets which we have developed and are developing them further, and of gradually winnowing out such a relatively small percentage of chaff as

I believe may presently exist within the Agency. I think that anything that we can do to move ahead with the perfection and the adoption of a program that will accomplish those results deserves absolutely top priority. I for my part will certainly want to attend all of the major meetings, and I would like to have the privilege, as already indicated as being possible, of designating a representative of my Staff to attend the interim or working party meetings. And I believe that from time to time I may be able to provide more definitive recommendations both concerning the procedures under which we operate and also with respect to the substantive issues which are involved in the program.

MR. WOLF: Have you any -- ?

MR. BECKER: I have no comment except I concur.

MR. HELMS: Well I certainly concur and feel quite strongly, based on my experience with the Career Service Committee which preceded this Board, that it is essential that we have an acting working committee to work through all these matters and present them to the Board in a reasonably finalized fashion because there is no problem that comes up in connection with Career Service that I have seen yet that isn't highly complicated and highly controversial, and this Board would be sitting all the time unless the work is almost completed before it came before them.

MR. ANDREWS: I agree exactly.

COLONEL BAIRD: I haven't anything to add to that, Walter, except that working group, as I see it, would be to complete the staff work on material that came to us, and the only reason I can see that you have asked General Morris and me to be a member of that working committee is that so much of this career service program is implemented by personnel and training, and we could

at least help in the staff work on that phase of it, reserving the policies and decisions for the large board as a whole.

MR. WOLF: I fully appreciate that the major job here is personnel and training, and, General, you, and Matt, and I discussed this general philosophy a week ago. Would you like to add to the procedures?

GENERAL MORRIS: No, not a thing. I concur with everything you have said.

MR. WOLF: If there is no objection we will attempt to carry this Board through on that general basis. If there is no further discussion --

25X1A9A MR. May I make one point, Mr. Wolf?

MR. WOLF: Surely.

25X1A9A MR. If we are to distribute the agenda a reasonable time before the main board meeting, we will have to think of the timing of the preliminary meeting because the reproduction of material may have --

MR. WOLF: I think, if I may interrupt, as long as -- during these three months -- while I am acting as Chairman, I think any question of that kind you can take up direct with me, and we can determine how we want to do it without taking the time of this Board for that sort of thing -- if you have no objection to that?

25X1A9A MR. Not at all.

MR. WOLF: The second thing on the Agenda has to do with the "final report of the Working Group on Honor Awards, dated 8 August 1952." It states, "Action: Approval or disapproval of the Report; if approved, transmittal to the DCI for his approval and recommendation to the President." I don't know whether each member of the Board has had an opportunity to read it, study it

carefully, and digest this paper. This paper was not available to be incorporated in the original at the time the Director approved the plan. It is in effect an addition to the overall Career Service Program. It was distributed, I believe, a week or more ago.

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MR. Ten days ago.

MR. WOLF: I would most certainly like to have the views of the members of this Board on this paper if they care to take it up today.

COLONEL BAIRD: I just had one suggestion, Mr. Chairman, that we do not load more boards than absolutely necessary with Assistant Directors and that the membership of the Board is to be composed of three Agency officials of the Assistant Director level or equivalent appointed by the Director. I think we are slowing up some of the processes of the Agency by insisting upon Assistant Director or equivalent level for membership on boards, and it seems to me that there must be people in the Agency of experience, integrity, and good will who can sit on some of these boards without making the Assistant Directors or their equivalents sit on them. I think Lofty may bear me out on that that some of our Loyalty Review Boards and Security Review Boards are months and months behind in their work because it is very difficult to get Assistant Directors or Deputy Directors to sit on the Boards.

MR. WOLF: I think, Matt, you have got a very good point. I think there is another reason in the Loyalty Review and Security Review Boards which I have already taken action on, and I think it happens to be that the way the thing has been handled -- has been calling up people and asking them when it would be convenient for them to do A, B, or C, and as a net result it is never

convenient, and I hope that we will have a definite clear-cut program as to attacking this thing because we have a very strong recommendation from an independent analysis and survey of our overall total security situation which we must follow. That is an illustrative point. I agree with you that it need not necessarily be an Assistant Director or one who carries the rank of Assistant Director. I think I am a little confused in my own mind some as to what actual so-called rank they do carry. Unfortunately in my life rank doesn't bother me very much, but I do think that possibly on recommendation of the members of this Board, approval by members of this Board, of recommendation by, if you like, the Assistant Director of Personnel and the Director of Training, and the DD/A recommending to this Board individuals in this Agency with the approval of the Director we will say that it need not necessarily be an Assistant Director.

COLONEL BAIRD: Speaking for myself I would like to stay off of it.

MR. WOLF: I think if you, and General Morris, and I got together and selected a Committee and then presented the names of that Committee to this Board, and if this Board approved or disapproved and asked us to resubmit, we could do it. If this Board approved that list, I would feel perfectly free to recommend to the Director that he appoint those individuals for a stated period of time to serve, and I would leave out any comment as to the rank of Assistant Director, etc. If that would be a reasonable --

MR. BECKER: As to the mechanics, if you just take this paragraph 1. a. on Tab A here where, as I understand Matt's suggestion, the effect of it would be to strike out the second line up to the word "appointed". It would then read "three Agency officials appointed by the Director upon recommendation of the CIA Career Service Board."

MR. WOLF: If everybody agrees to that, I would certainly go along with it.

MR. BECKER: I move that it be so amended.

MR. WOLF: If there is no objection, it will be so amended.

MR. BECKER: I have read over the recommendations for this Board, and I think they are very well drafted and to the point, and I concur in their approval.

MR. HELMS: I wanted to raise one question about it, and that is whether we want three levels of awards in this Agency. There is Valor, Distinguished Achievement, Exceptional Achievement, and Meritorious Achievement. I just wonder if that isn't narrowing it down pretty far. I realize that that is sort of throwing a rock right in the middle of the pond because this has all been very carefully studied and worked out, and I assume Mr. knows what led them to arrive at so many categories, but it did seem to me to be a little bit excessive and that you would have a slightly difficult time, it seemed to me, as to just how to fit people into them. I mean the number of valorous deeds, for example, that would be performed in peacetime are going to be pretty few and far between. They are going to be a different type of thing, much more like the fellow that was decorated by the Director the other day, and this somehow to me -- well, it looked as though we were trying to make decorations comparable to the ones that exist in the Armed Services, and exist for very specific purpose and almost entirely with minor exceptions to wartime conditions, and I rather got the impression that this was more pitched at a war situation than it was at a peacetime situation, and I hope the legitimate history of this Agency will be that we will be operating much

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more in peacetime than in war.

MR. WOLF: Just to give you a view, my general impression was somewhat different. I felt the Cross of Valor, which is the first thing talked about, was aimed at -- primarily aimed at -- outstanding valorous achievements by somebody in this business during the time so-called peace, that during the time of war I wouldn't know what the effect would be on our people who operate globally. My guess would be that many of them would be integrated pretty fast into the military services one way or the other regardless of how it was done and that deeds of outstanding valor during the period of war could be awarded just as they are in war to the Medal of Honor, the Distinguished Service Cross, the Silver Star, etc., but I felt that this referred to individuals associated with this business. I am carefully not saying the CIA because, as I recall it, it goes way beyond who have performed some outstandingly valorous job at great personal risk and beyond the call of normal duty. That was all there was to that. The other -- I must say I was slowed up on three more, but as I understood that, although I believe there are ways and means by which the Director can at the present time award the -- what do you call it? -- Medal for Merit or Medal for Freedom, these were something else again, and that is where I got stuck. I felt certainly there would be individuals in this organization who would render a service to the country which could in no way be construed as outstanding valor but a distinguished service through the medium of this type of business, and they might very appropriately and properly be granted some recognition. It might be such that the Director or those associated with him might not feel that he wanted to go so far as to award the Medal for Freedom or the Medal for Merit but that this was

distinguished because it was primarily for this type of service. As I remember, after the last war various and sundry people in business who served various commercial airlines and others were -- even a couple of advertising fellows -- awarded the Medal of Merit or Medal of Freedom, or one of those things, but that this was limited to this field of endeavor in the nation. Now, frankly, why three I don't know except that the military services apparently have the Distinguished Service Medal which need not be obtained in the field of battle as I understand it. They have the Legion of Merit, which Matt Baird has just discussed a few minutes ago, and they have the Bronze Star, and, as I think Lofty pointed out, one fellow for cleaning out a German Camp and another for running a good PX got that. Of course, from my point of view those three have nothing to do with cleaning out a situation. They simply have a gradation of service rendered while engaged in this business, and there will be people in relatively low level jobs who will render a fine service, and in your wildest imagination you could not quite consider it distinguished service, and I was slowed on three, but I don't know -- that may be all right. I don't know enough about this sort of thing.

MR. BECKER: I didn't get slowed up on three. Although I recognize, Dick, that we are not directly comparable with the military, I still feel that the considerations the military use in making distinctions between awards they give are applicable here. The General occasionally says that the two cheapest forms of non-monetary stimulation the Government has is a medal and B.C., and there is a great deal of truth in it, I think. We have got to within the Agency because we don't, although we compare favorably with other Government

agencies, we are competing for business, and monetary rewards are very high, and I think as a matter of policy we may consider it a good idea and a worthwhile idea to be relatively liberal with the lowest form of award that we have. I can think of good reasons for saying that as I walk through some of these temporary structures and see the conditions under which people, relatively distinguished in their achievements and capabilities, are working and the fact that they don't have any recognition of any kind. Many of them aren't even allowed to say where they work or what they do -- that you can say for a period of service that is really productive you take the lowest grade. Well if you are going to adopt that policy then you want to have a certain amount of flexibility, you say, for the guy that does something outstanding and beyond the requirements of duty. You will give him that, and then when you get that far, then you will always have the fellow who does something that is extremely high. It is a matter of not watering down your top one and yet having available for relatively liberal use something that is in recognition of something that is worthwhile. I am inclined to favor the gradation, and I also favor a distinction being made between that kind of recognition and the recognition of valor which everybody puts in a different category.

MR. HELMS: Well there are four are there not?

25X1A9A MR. Two medals, one of which has three grades. The reason the Working Group adopted that, or one of the reasons, is that our sister IAC agencies have a similar series for their civilians. In other words, the Department of State has a gold, a silver, and a bronze medal for outstanding, meritorious, and superior achievement. I have forgotten the exact details.

25X1 The Army and the Air Force has exactly the same. One of our people just won, as you know, the [] I think although he is absent, Mr. Wolf, Mr. Kingman Douglass' point which we agreed to consider at the first meeting of the Board when this came up, he felt very strongly that there should be a distinction between Meritorious Achievement and Valor and that the two should not be confused from point of view of medal.

MR. WOLF: I think the Board presented this paper to the full recognition of that, and in its presentation it is very clear in the paper that that is why there is one valor and one for service, but three gradations of that.

MR. HELMS: It was in the gradations I was beginning to wonder.

25X1A9A MR. [] One of the reasons, Dick, just as Mr. Becker said, we don't want to water down the highest medal because that should be reserved for something really tops and rarely given, but at the same time in order to recognize and to satisfy, I am trying to quote the Working Group, the normal human urge for some kind of recognition of your colleagues, the lowest grade would be fairly liberally given, but at the same time it would not reduce the intangible value of the top gold medal for outstanding service. Those are the reasons for it.

COLONEL BAIRD: Mr. Chairman, I move we adopt the report.

MR. WOLF: Has anyone any further comment? I know Frank has stated he has not had an opportunity to read this. I would most certainly like to have Frank read it, and if he has any thoughts we would like to have them.

MR. WISNER: I don't want to hold up this thing, Walter. I would like

to ask one question to satisfy my curiosity and at the same time reveal the extent of my ignorance of this thing. Why is it that we find it necessary to devise our own decorations, and why is it not possible -- I am sure this has been gone into, considered, and disposed of -- but I just ask for information -- for us to have access so to speak to decorations which are more broadly and widely recognized and the wearing or displaying of which do not necessarily identify the recipient thereof with this Agency? In other words, I could well imagine particularly a youngish man having these urges that you speak of and who we might want to use from time to time in the future in a relatively sensitive capacity. He would be the recipient of one of these medals, and he would want to show it to his friends. If it is a CIA medal and only that, would this not be apt to produce a security risk of sorts?

MR. WOLF: Well, I think the attempt was made by the Committee to cover that in the paper, and while you were out I referred to awards in this kind of business. It refers to anybody whether he be in the Army, Navy, Air Force, or State Department, or anywhere else who is involved in the overall field of intelligence. I am not sure the answer is entirely correct, and I think it is a point well worth consideration. I think if my memory is correct that this award can be made and the actual wearing of this can be withheld, but then again you come to the point at some future date you might want that individual to do something.

25X1A9A MR. [] May I try to answer some of Mr. Wisner's queries briefly?

MR. WOLF: Yes.

25X1A9A MR. [] Medals such as the Silver Star -- the military medals can only be given to officers on active duty. They cannot be given to a reserve

officer, for example, who is not on active duty. There are certain civilian medals which our people have received.

Does that answer the question as to how we

can use it? We can and should use it to the greatest extent possible the medals of other agencies that are providing cover for our people, but all of our people aren't under cover of one sort or another; therefore, there are no medals available or no rewards available to quite a large number of people. The second point is with respect to security. The Working Group believes that when the Honor Awards Board, if it is created and establishes the procedure and regulations, etc., as Mr. Wolf, I believe, said, that an award can be made and notice can be given to the Agency that, let us say, the Cross of Valor has been awarded. That can be awarded in pseudonym, and the actual medal can be put in the DCI's safe or wherever you wish. The impact of somebody in CIA having been awarded the Cross of Valor even though nobody knows who it is is believed to be good for the Agency. The very fact that CIA does recognize that even though nobody knows who it is is believed to be a good morale factor for the Agency. And lastly with respect to security. Mr. [] on behalf of Colonel Edwards who was out of town at the time, has asked because in the first place I&S sat on this Working Group. In the final analysis I&S requests the privilege of concurring in all regulations which are drawn for Honor Awards, which naturally they don't even have to ask. We would expect them to. I took the liberty of saying

25X1A9A to Mr. [] purely as a working suggestion that I believed that it would be practical and useful for somebody from I&S to be on the Honor Awards Board perhaps as an advisor, a permanent advisor, perhaps as a permanent member, so that all aspects of security with respect to the awarding of these various categories could be properly screened and recommendations made before the award was made.

MR. WISNER: Is there any provision in this paper for our continuing to be as diligent as we can notwithstanding the position of our honor awards in obtaining under appropriate circumstances as described by you the military decorations for people who qualify for them?

25X1A9A MR. [] There is, Sir, but that would be one of the responsibilities of this Honor Awards Board, but the Working Group has not gone outside the Agency yet until this program had been considered by the Career Service Board and by the Director. No representations have been made to any Agency with respect to that, but it is the recommendation of the Working Group that to the greatest extent possible and for which arrangements can be made that the awards of other agencies be used just as a security device if for no other reason.

MR. WISNER: I should say it ought to be used to the greatest extent possible, not only the security device, but also because of the fact the public knowledge and appreciation of these other better known awards has great currency, and it is something we ought not to fail to be diligent about in addition to our own system, and I would like to subscribe to that and underscore it as important.

MR. WOLF: I think that is a very worthwhile statement, and I think this Board who after all will be the final Board to approve the recommendations should have that a part of the record and take it into very careful consideration, continuous care, as we develop.

MR. BECKER: I have a qualification on it. It is not serious, nor do I think it is really contravention of anything Frank has said, but I would hope that over a period of time, particularly in those parts of the Agency which are not covert, that this new award that is being started out here would for people within the Agency have a value as great as if not greater than those of any outside Agency.

MR. WISNER: I share that fully, and I would certainly not wish to propose or even appear to propose something that would cut against that. It is a somewhat different thought that I have in mind, I believe. Certainly in the case of military personnel a military award is a matter of career significance, and I would not like to see us relax our efforts to get that kind of award or see that a man receives the award if he is entitled to it. I would accept your qualification that we should take no action and do nothing here that would tend to undermine or cut against the coming into a position of treasured significance the award that is established here.

MR. WOLF: Is there any further comment on that?

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MR. Just one comment. Award c., the one for Meritorious Achievement in the statement of description seems to me to come a little easy. In other words, if we are beginning to give a medal to people whose performance is outstanding and above normal expectation -- the reason outstanding struck

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my eye is I reviewed five efficiency reports that [] prepared for
25X1A6A [] and five people were outstanding in almost every category
of the fourteen. We are liable to get into a position where people will
figure if they don't get a medal they are not outstanding. I would like to
insert at least the word "unique" in front of "outstanding" or some other
phrase to make it a little higher up because I think Mr. Becker's point that
people who ran a good PX got a Bronze Star and if they didn't get kicked out
of the Army they expected a Bronze Star is a point we will have to consider,
so it should be a little stronger than merely outstanding and above normal
expectation.

25X1A9A MR. [] I think these definitions should be worked over very
carefully by the Honor Awards Board.

MR. WOLF: I don't think these definitions as written are necessarily
finalized as far as verbage is concerned.

MR. WISNER: I think you will get over your particular problem if you
use a different word than is used in efficiency ratings.

25X1A9A MR. [] One important point which I think we should mention,
and that is this recommendation as drawn by the Working Group would not limit
the award of these so-called CIA medals to CIA personnel. They are capable
of award to anybody who contributes to the national intelligence effort, and
that is the way the Executive Order of the President is drawn. Furthermore,
in the Executive Order --

MR. WOLF: That has been pointed out, I think, and maybe Frank wasn't
here when I referred to the fact that I very carefully did not use the word
CIA but said this type of business.

MR. WISNER: I would certainly subscribe to that because, my goodness, the number of people that you can please and get to stay with you with a bit of ribbon and a piece of metal by comparison with a cash award is simply amazing. The British know this very well, and don't think they haven't been cashing in on it for years. The foreign agents of theirs who perform well and faithfully for them receive these awards and are insulted when you offer them money. They take these things, and they treasure them, and they keep them all of their lives, and they will display them at the drop of a hat too.

MR. WOLF: Gentlemen, is there any further comment on this, or shall we agree that we approve it in principle and will present it appropriately to the Director for his approval? If there is no other comment we will so do.

The last thing on the Agenda I would like to mention is the report of the Executive Secretary on actions taken between 13 June 1952 and 15 August 1952 to implement the Career Service Program attached. I rather feel that we have used up pretty close to an hour, and if the statements which are to be reported on are attached and everybody has a copy of the statements -- the development since June to date -- my own judgment would be, and I hope somebody might concur in it, that it is unnecessary to sit here and discuss them in that they are written. I have read them, and it looks all right to me, and unless somebody wants to question something in the paper, or if at a subsequent meeting any questions have developed, in the meantime I would be very glad to have them put on the Agenda and discussed, particularly at the preliminary meeting, and bring them here if a matter of policy is to be decided.

MR. HELMS: We have just now pretty well finalized what type of Career

Service Organization we are going to have in the covert offices, and I thought that rather than taking the time of this meeting we could forward it to Mr.

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[] for incorporation in the paper so it could be reviewed at the next Career Service Board Meeting. Actually informally what we plan to do is to have a Career Service Board in the three elements -- foreign intelligence, psychological warfare, and paramilitary -- and then the Chairman of each of

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those Boards would sit together with Mr. [] as the DD/P's Career Service Board to work out any problems which arise between these three Career Service Boards and see to it that all of their policies and programs are in consonance with each other so we don't have unevenness in the treatment of personnel, and promotions, and things of that kind.

MR. WOLF: Is there anything else to be brought before this Board?

MR. BECKER: Let me ask a question. This listing you gave me will be taken up in this Executive Inventory when it comes through?

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MR. []: That came from the Executive Inventory.

MR. BECKER: I would suggest that it be circulated to the other members of the Board. I think it is a thought provoking paper. All it is is a listing of women in our Executive Inventory from Grade 13 and above. I find it rather interesting.

COLONEL BAIRD: What do you mean by the Executive Inventory?

MR. BECKER: That is to say it is a listing of what women we have in the Agency out of strength in the Grades 13 and above.

25X1A9A

MR. []: Mr. Becker asked me for this this morning when I was talking to him, and I prepared this in response to his request from the, you might

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call it, embryo Executive Inventory which we have and which is referred to in my report on page whatever it is.

COLONEL BAIRD: That doesn't include everybody of the Grade of 13 in the Agency -- 13 and up?

25X1A9A MR. [] It includes everybody in the Grade 14 and up in the Executive Inventory. I added 13's because I had the names available since you asked for them.

MR. HELMS: I know of one that isn't in there.

25X1A9A MR. [] I am, of course, relying on machine records. I do not have the names of everybody in the Agency.

COLONEL BAIRD: Mr. Chairman, I think we ought to ask Mr. [] if there is anything that has come up that he needs any decision from the Board on. He has been attending these meetings of the office Boards, and I am, therefore, assuming that there are no problems that you can't handle.

25X1A9A

25X1A9A MR. [] I wish that were true. One of the major problems, of course, is promotion policy.

MR. WOLF: May I ask if there is anything that is defined to the point, that is in shape, to present for a matter of policy decision at this time?

25X1A9A

MR. [] There is one thing, Mr. Wolf, and it is a minor detail, but I think only this Board can solve it, and that is the addition of an advisor from the Medical Office to the Professional Selection Panel. The paper as approved by General Smith did not contain that. I believe you have a view on that, Colonel Baird, that the Professional Selection Panel should have such an advisor, and the Panel at its first meeting, which was held on Friday, agreed to ask the Board to authorize it to have such an advisor.

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MR. WOLF: As far as I am concerned, I would most certainly have no objection to that, but does any other member of the Board have any comment?

MR. BECKER: No objection.

GENERAL MORRIS: No objection.

MR. ANDREWS: No objection.

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MR. ☐ They will have to take a physical exam anyway, won't they?

COLONEL BAIRD: We have had a lack of coordination between security, medics, personnel, and training where no one of them comes up with anything that is disqualifying in itself. You get all four of them together, and you have a picture of an individual that you don't want in the Agency, and the medics will pass a man physically, but in the course of their examination they will uncover some emotional disturbances which if you know of them, then you look at security and see what they came up with, and you look back in his PHS and see what -- just as an Advisory Member of the Panel I think it can be useful.

MR. WOLF: I think everybody here has agreed that is entirely all right, and so is there anything else?

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MR. ☐ No, Sir.

MR. WOLF: If not we stand adjourned.

(Meeting adjourned at 5:00 P.M.)

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